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Government On-Line

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Government On-Line 2004 - Meeting Canadians' Needs and Expectations

The Government of Canada made a commitment to meet the needs and expectations of its citizens by providing its most commonly used services on-line by 2005 and to be known around the world as the government most connected to its citizens.

This means far more than merely using technological wizardry to convert services to the Internet. It is a major change in how we organise and deliver services to Canadians. The potential of information and communications technologies enables us to provide access for citizens and businesses to improved and integrated services at any time or place and in the official language of their choice.

And we are on the right track to make this happen. By 2005, we will have achieved our on-line service delivery objective – more than 130 of the most frequently used government services will be available on the Internet.

We are working to make government more accessible to Canadians. We are making services better and more responsive. We are building confidence and trust in transacting on-line. The Government On-Line 2004 report highlights our achievements to date and identifies key challenges we are addressing.

As you read Government On-Line 2004, I trust you will better understand why the Government of Canada is committed to transforming its services to Canadians; why Canadians are increasingly eager to use government services on-line; and finally, why Canada remains, year after year, a world leader in e-government.

Stephen Owen

Stephen Owen

MINISTER OF PUBLIC WORKS AND GOVERNMENT SERVICES CANADA

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Introduction

Through the Government On-Line (GOL) initiative, the Government of Canada has made considerable progress in improving services for individuals and businesses. It has redesigned the main federal Web site – the Canada Site (www.Canada.gc.ca) – and introduced three citizen-/client-centred gateways – for Canadians, businesses, and non-Canadians. These gateways contain various Web sites and integrated portals that target specific audiences or popular topics, providing convenient access to Internet users. All of the most commonly used federal services are at least partly on-line, and are on track to meet the targets they have set for the functionality they will offer by 2005. The government-wide Secure Channel ensures that clients can securely transact on-line; and new mechanisms are in place to ensure that departments and agencies continue to respect individual privacy in on-line interactions.

The overall objective of the GOL initiative is to increase the availability of on-line federal services. The approach is both citizen-/client-centred and "whole-of-government". In practical terms this means improving citizen/client satisfaction by designing services in response to their needs, rather than those of government organisations, while increasing the efficiency of service delivery.

For example, according to a recent NFO Interactive survey the top five features that Internet users would like to see on federal Web sites are: contact information for departments and agencies, change of address, a way to express opinions to Members of Parliament, payments, and applications for government programs (*State-of-the-Net*, 2003). With the launch of the Secure Channel on-line payment service in 2003, all of these options are now at least partially available (see box).

The top five features that Internet users would like to see on federal Web sites:

1. Contact information for departments and agencies (71%)... available through the ***"departments and agencies" button*** on the Canada Site
2. Change of address (62%)... currently available through the Secure Channel for Canada Revenue Agency clients through the ***Tax portal for Canadians*** on the Canada Site
3. A way to express opinions to Members of Parliament (61%)... e-mail links available through the ***"Government Contacts" button*** on the Canada Site
4. Payments (51%)... the Secure Channel payment service is available for Government of Canada documents through the ***"Publications" button*** on the Canada Site, as well as various Industry Canada services through the ***Business Gateway***
5. Applications for government programs (50%)... available through **various portals** for a range of programs ranging from regional development funding for clients in Atlantic Canada, to jobs and employment insurance

(NFO Interactive, *State-of-the-Net*, 2003)

Independent assessments provide an indication of what the GOL initiative has accomplished. Every year, about one-third of participating departments and agencies win awards for their innovative use of technology (see Appendix B). The real measure of success, however, is whether take-up of on-line federal services, and satisfaction with on-line service delivery, continue to increase.

This report

The following table summarises the progress of the GOL initiative in 2003. The following chapters describe this progress in greater detail, and provide examples of what individuals and businesses can expect to see in 2004 and beyond.

The basis for this report is data collected through a performance measurement regime that the GOL initiative has established. In the spring of 2004, detailed results from this measurement regime will be available at: *www.gol-ged.gc.ca*.

Departments and agencies also report on their specific GOL accomplishments each year. These reports are available on the same Web site.

Note: on December 12, 2003 there was a reorganisation of various departments and agencies, including some of those participating in the GOL initiative. The appendices to this report use department and agency names that existed before the reorganisation took place, as this is how they filed information in 2003. The following chapters, however, use the current department and agency names in describing individual services.

2002	2003 (summary of this report)
Make government more accessible	
• User validation of Canada Site design • Improvements to the Canada Site and integrated portals, including e-mail notification of topics of interest, and a deepening of provincial business information • Launch of a wireless Government of Canada portal • Improvements to public Internet access terminals – a pilot improving public access to on-line federal services for persons with disabilities by allowing them, for example, to enlarge the typeface or to have text read aloud	• Improvements to the Canada Site, including better search, navigation, and accessibility features • An increase of the number of federal services available through Web-enabled cell phones or Personal Digital Assistants (from three to seven) • Continued addition of functionality to integrated portals, including expanded access to on-line job postings through a single search tool, and a deepening of information for international clients wanting to do business with Canada • A significant increase in visits to the Canada Site (21%), Business Gateway (seven percent), and Non-Canadians Gateway (63%)
Make on-line service better and more responsive	
• 21 more services achieved their GOL target, bringing the total to 30 services that have reached their planned level of functionality by 2005[1] • An overall increase in transactional and personalised information capability for individuals and businesses • A significant increase in the take-up of high volume services such as health, taxes, and employment	• 15 more services achieved their GOL target, bringing the total to 45 services (about 35% of the most commonly used federal services) • A deepening of on-line information about international development assistance projects, First Nations communities, Canadian culture, and national policing initiatives

[1] *Government On-Line: 2003* stated that 31 services reached their planned level of functionality in 2002. Since that time, one service has decided to set a more ambitious 2005 target for itself, and therefore is no longer reporting as complete.

2002	2003 (summary of this report)
• About a seven percent increase in client satisfaction with federal services since 1998; higher satisfaction levels with the Internet channel – 68% in comparison with 56% for the telephone channel (*Citizens First 3*)	• Greater on-line transactional capability for economic development programs in the Atlantic region, exporting and importing controlled goods, and consumer complaints involving the measurement of goods and services • An increase in the number of clients completing transactions on-line (from 21% to 24%); also a significant increase in total volume of on-line interactions • Client satisfaction surveys for a few on-line services; continued high satisfaction scores for the Internet channel
Build confidence and trust in transacting on-line	
• Enhanced intrusion detection and managed firewall capabilities through the Secure Channel • Introduction of an authentication service, known as *ePass*, for Canada Revenue Agency's Address Changes On-line • Introduction of the Privacy Impact Assessment (PIA) policy • Launch of guidelines on the use of cookies, and on providing proper notice and obtaining informed consent with regard to the possible collection and use of personal information	• Completion of migration to the Secure Channel Extranet; all departments and agencies are now using this new telecommunications network • Introduction of a secure on-line payment service to the Receiver General • Use of *ePass* to authenticate clients for a second service, Human Resources and Skills Development's on-line filing of Records of Employment; more than 115,000 *ePasses* issued by the end of 2003 • Launch of an e-learning tool for the PIA policy, providing training on how to do a privacy assessment; 41 assessments and 16 preliminary assessments submitted to the Office of the Privacy Commissioner

Chapter One:

More Accessible Government

Individuals and businesses should not have to know which department or agency, or which level of government, is responsible for delivering which service. On-line information and services should be easy to find, no matter what the starting point, and easy to use. For the Government On-Line (GOL) initiative, this means developing citizen-/client-centred gateways and integrated portals that serve as convenient points of access to federal services. It also means ensuring that these services are easily accessible for persons with disabilities, and in both official languages.

Convenience

When it was initially launched in 1995, the main Government of Canada Web site – the Canada Site – contained very few content categories beyond links to more than 400 federal sites. There was no "whole-of-government" strategy to provide access to on-line federal information and services. As a result, Web sites had different designs and navigation features. Further, information was often fragmented and scattered across multiple sites.

Through focus groups, on-line surveys, and e-mail feedback to understand the needs of individuals and businesses, the Government of Canada restructured the Canada Site (www.Canada.gc.ca) in 2001. It organised information and services according to the citizen's/client's perspective, developing links from the Canada Site to department and agency Web sites as well as three new gateways– for Canadians, businesses, and non-Canadians; the gateways, in turn, contained links to various portals that grouped related information and services according to audience or topic.

These Web sites continue to evolve based on ongoing client research. One of the key organising principles is to provide "no wrong door"

access, that is, to provide multiple ways to find information and services so that access is intuitive. While Canadians have consistently expressed strong support for this principle, focus testing identified certain problems with its implementation; in some cases, multiple paths on sites did not always lead to the same content. In 2003, therefore, the Canada Site modified its main Web page to improve access. Specifically, it added links, cross-referenced information where appropriate, and streamlined navigational paths throughout the site to ensure a simpler and more consistent organisational structure.

Other changes to the Canada Site in 2003 included: increasing the visibility of gateways and integrated portals in order to improve access to them, strengthening search capabilities, and adjusting coding, layout, and terminology as required in order to improve accessibility for individuals who use assistive technologies such as text readers or voice recognition software. The Canada Site also continued to simplify the language it uses, and implemented a linguistic integrity program to ensure that texts are of a high quality, that they are easy to understand, and that their meanings are equivalent in both French and English.

The number of services available through the Government of Canada's wireless portal more than doubled in 2003 (see box). The volume of activity on the portal increased nine-fold; the link to it is now pre-programmed in many Web-enabled cell phones and Personal Digital Assistants. The goal is to provide access to

What Government of Canada services are currently available through the wireless portal?

- Member of Parliament contact information
- Border wait times
- Government of Canada employee phone numbers
- 1-800-O-Canada international toll-free numbers (for service from outside Canada and the United States)
- Canada Business Service Centres contact information
- Economic indicators
- Government of Canada news releases, media advisories, background news, etc.

federal services that are appropriate for delivery through the wireless medium, rather than simply creating a wireless version of the Canada Site.

Gateways and integrated portals also added significant functionality in 2003. For example, the Business Gateway introduced an orientation tool for Internet users, explaining what the purpose of the Web site is, the information it contains, and how to navigate it effectively. This tool also includes a list of the most frequently used links. (Examples of the progress that portals have made, as well as their planned improvements in the near future, can be found at the end of this chapter. Appendix C contains a list of all portals.)

The number of people visiting these Web sites continues to increase. In 2003, there were: about 16 million visits to the Canada Site, a 21% increase since 2002; more than 800,000 visits to the Business Gateway, a seven percent increase; and about 2.1 million visits to the Non-Canadians Gateway, a 63% increase. There were also about 1.2 million visits to the Canadians Gateway, a noticeable decline from 2002. The reason for this is that now Internet users can also find some of the links to the integrated portals it contains on the Canada Site homepage – the decrease in visits to the Canadians Gateway is more than offset by a corresponding 70% increase in visits to these portals from both the Canada Site and the Canadians Gateway.

General client feedback is also positive. According to a recent EKOS survey, 86% of Internet users who visited a federal Web site in the past year found what they were seeking (*Rethinking the Information Highway*, 2003). More specifically, 83% think that it is somewhat to very easy to use the "Frequently Asked Questions" page on the Canada Site, and 77% that it is easy to use the "e-Forms and e-Services" page (Ipsos-Reid, *Attitudes and Perceptions Towards the Government of Canada's Internet Presence*, 2003).

A "whole-of-government" approach

Gateways and integrated portals involve an increasing number of partnerships both federally and across jurisdictions. One result of this is an increasing number of integrated services that are only available on-line. For example, the Exporting/Importing portal has launched an export diagnostic tool that helps exporters assess their readiness to export goods or services, and identifies the activities they need to undertake in order to succeed in their target markets (for a full description of the portal, see the end of this chapter).

Departments and agencies are also partnering extensively to develop integrated services. For example, Canada Business Service Centres (CBSCs) are a joint federal-provincial initiative. They provide single points of access to government programs, services, and regulations relating to businesses. The information is multi-jurisdictional, and is available across all service delivery channels – the Internet, in-person, the telephone, mail, and fax.

There were about 4.2 million visits to CBSCs in 2003; more than 93% were through the Internet channel. Some of the most popular services offered by CBSCs are the "Interactive Business Planner" and the "Business Start-Up Assistant". The "Interactive Business Planner" was the first business planning software designed exclusively for the Internet. It helps clients prepare three-year business plans for new and existing businesses, as well as offering sample plans for many types of businesses and financial projection tools. The "Business Start-Up Assistant" is an integrated portal to federal, provincial, and private sector information on how to start a business. It provides this information by region, and includes business registration forms as well as up-to-date market research. In 2003, several new guides were added to the Web site, including ones on how to start a restaurant, a bed and breakfast, and a day care centre; all provide targeted responses to frequently asked questions. This site had 38% more visits in 2003 than in 2002.

Finding answers to business-related questions can be a complex task due to the number of programs, departments and agencies, and levels of government involved. For Canadian entrepreneurs, therefore, key benefits of CBSCs include saving time and convenient access to specialised business expertise. From the government's perspective, CBSCs increase awareness of, as well as access to, government services for businesses. They also ensure that clients are better prepared to start or expand their businesses.

Accessibility

Another aspect of the GOL initiative's citizen-/client-centred approach is ensuring that on-line federal information and services are accessible for persons with disabilities, and in both official languages.

One of the ways that the Government of Canada is working towards these goals is by requiring a common look and feel on federal Web sites. In 2003, federal institutions were asked to report on the progress that they had made in implementing the various Common Look and Feel (CLF) standards. They reported that they were 83% compliant with accessibility requirements, which include providing descriptive text and sound for assistive devices; and 92% compliant with the official languages requirements, which include providing features such as a button to move between the English and French versions of on-line text, as well as automated messages in both official languages.

The Government of Canada is committed to fully implementing CLF, and work is underway to improve compliance. In addition, it is developing an Accessibility Domain Architecture to help departments and agencies better understand the challenges that persons with disabilities experience, and choose technologies that ensure equitable access.

Examples of integrated portals in 2003

Canadians

The Jobs, Workers, Training and Career portal registered more than eight million user sessions in 2003. The portal offers integrated information and services for Canadians looking for work, exploring career options, developing a learning plan, or dealing with a workplace issue. Its services are tailored to meet the needs of individual Canadians, including password-protected accounts providing access to a resumé builder and a "Job Alert" e-mail notification system.

In 2003, the portal doubled the number of job banks that Internet users could access through the job search function, added two new subjects – older workers and employment insurance – to the popular "What If" drop down menu, and developed new career quizzes to help users discover their skills and aptitudes. In 2004, the portal will develop linkages to existing information and tools that address the needs of newcomers to Canada, as well as to the "Benefits Finder" on the Financial Benefits portal. It will also add a new mechanism to access and personalise information (the "Blueprint for Life/Work" competency framework), and enhance the current e-learning tool.

Businesses

Exports comprise 40% of Canada's gross domestic product. To assist Canadian businesses in this large economic sector, Team Canada Inc (TCI) – a partnership involving 20 departments and agencies as well as provincial governments, municipal economic development agencies, and business and trade associations – has built Exportsource.ca, which is a key part of the Government of Canada's Exporting/Importing portal. Exportsource.ca offers a wide range of useful resources for exporters, including access to comprehensive information, instructional guides, and interactive tools. It also provides an innovative "Talk to Us" feature, allowing Internet users to speak directly with information officers for personal assistance.

In 2003, several "how-to" guides were updated, including the "Step-by-Step Guide to Exporting"; and a new "Introduction to Export Financing" guide was developed in response to client demand. An export diagnostic tool was also launched, allowing clients to assess and enhance their exporting capabilities; they can save the customised scenarios they develop through this tool, working on them over time according to their own schedules.

In 2004, an interactive version of the "Roadmap to Exporting" will be created to allow clients to access personalised information; currently they can only download the PDF version or order a paper copy. In conjunction with the Canada Border Services Agency, TCI will also launch a new and improved Web site for importers, the other key component of the Exporting/Importing portal.

Non-Canadians

The Doing Business with Canada portal offers foreign businesses (as well as federal employees who provide assistance to them) a single on-line source for information about doing business with Canada. It includes an interactive tool allowing Internet users to tailor information searches by specifying the industry sector, subject, and country; this tool can generate more than 40,000 different Web pages in response to user requests.

In 2003, the portal added a "Why do Business with Canada?" section, providing information on the business environment by region and on companies that have successfully done business with Canada by country, sector, or date. The portal now also offers information on embassy or consulate locations, links to upcoming trade shows, immigration and visa forms, tax information, and answers to frequently asked questions.

In 2004, the portal will continue to improve its seamless, user-friendly access to information and services. A business travel module will be developed.

The Canada Site -
A single point of access...

...for Canadians

...for businesses

...and for people living outside Canada

www.Canada.gc.ca

Chapter Two:

Better, More Responsive Service

As part of the Government On-Line (GOL) initiative, the Government of Canada is putting the most commonly used federal services on-line by 2005 – the services that touch the lives of the greatest number of individuals and businesses.

Availability of on-line services

The GOL initiative includes some 130 information and transaction services from 30 departments and agencies, which are now at least partly on-line. Departments and agencies have set targets for the functionality that services will offer Internet users by 2005. These targets vary from service to service. They align with general client expectations but are dependent on a number of factors, including current technology, security and privacy issues, and the need to first build partnerships aimed at integrating services.

In 2003, departments and agencies completed work on another 15 services, bringing the number of services that have reached their target level of functionality to 45 (for examples of completed services, see the end of this section). Overall, they have now completed work on close to half of information services, and on more than one-quarter of transaction services.

Also in 2003, departments and agencies improved the functionality of many of the services they are developing as part of the GOL initiative. For example, on-line information about international development assistance projects, First Nations communities, Canadian culture, and national policing initiatives deepened considerably.

On-line transactional capability also improved. Businesses in the Atlantic region can now repay development loans through the electronic transfer of funds. Canadian exporters

and importers of controlled goods can now exchange data with the Government of Canada electronically, apply on-line for permits, and check the status of these permits. Individuals can now use the Internet to schedule complaint investigation requests involving the measurement of goods and services. Provinces and territories can now search federal databases through secure electronic interfaces to enforce child support payments where authorised by law.

These services are resulting in concrete benefits for clients. For example,

- Canadians who submit on-line requests for Statements of Contribution (to the Canada Pension Plan) receive them within 10 days, while the same request sent by mail takes about one month to process and return;
- the information Registered Indians submit in order to receive health benefits can be processed in one day using the Indian Registration System, as opposed to up to a month using traditional delivery channels;
- businesses that submit Trade-mark or Copyright applications on-line receive a response in about one day (an acknowledgement of receipt in the case of a Trade-mark application or a certificate in the case of a Copyright application), while by mail it takes up to 10 days to receive a response;
- businesses that incorporate on-line pay $200 rather than the $250 it costs through other delivery channels, a 20% savings, and
- businesses that register for a business number on-line can also register for all Canada Revenue Agency and some provincial programs at the same time, doing in a single session lasting less than an hour what would otherwise take several days.

Departments and agencies report that on-line service delivery is also producing tangible benefits for them. Greater client self-service through the Internet is eliminating the need for federal employees to do tasks such as simple data entry, and is allowing them to focus instead on more complex and higher value work. For example, electronic transmission of Record of Employment data allows employees to devote more time to employment insurance services (for a full description of this service, see the Security section in Chapter Three).

(Appendix D contains a summary of the status of all services – which of them are complete, the level of functionality they currently offer to clients, take-up information, and whether they have recently done a client satisfaction survey. Appendix D also contains services' target levels of functionality for 2005, which will be the key measure of success in terms of the Government of Canada's commitment to put the most commonly used federal services on-line by 2005.)

Examples of on-line services completed in 2003

Industry Canada – Competition Bureau

The Competition Bureau is responsible for the administration and enforcement of the *Competition Act* (CA), as well as three standards-based Acts and regulations for the accurate labelling of certain products.

Consumers can now use an interactive on-line form to file complaints and make enquiries relating to the Acts, including topics such as anti-competitive behaviour, false advertising, and mis-labelled goods. Through the Competition Bureau Web site, they can also view warnings, news and publications, as well as a wide range of guidelines on the enforcement of the Acts. Businesses can apply for, pay for, and receive their CA identification number – which identifies who made, imported, or sold a textile article – in a single on-line transaction. They can also find on-line service standards, answers to frequently asked questions, and other information.

Receiving CA identification numbers on-line is a much faster process than receiving them at a service centre; businesses can save up to a half a day per transaction. More generally, on-line information about the Government of Canada's competition policy and enforcement activities increases awareness of the benefits of competition on the Canadian economy – how it leads to greater choice, lower prices, and quality products.

Natural Resources Canada – GeoConnections

GeoConnections is a multi-departmental and multi-jurisdictional effort to acquire basic geographical data sets such as satellite imagery, topographic maps, and street network profiles, to build services through which this data can be easily accessed and analysed, and to provide customised views for individual audiences. The goal is to provide on-line access to high quality geographic data in a cost-effective manner through the sharing and re-use of information.

The foundation for GeoConnections is the Canadian Geospatial Data Infrastructure (CGDI), a world-class, internationally interoperable, standards-based architecture. Through it, clients can develop on-line information products tailored to their specific needs using real-time data. Services that use CGDI include the Discovery portal and the Atlas of Canada. The Discovery portal provides access, for example, to aerial photos and suppliers of

geospatial information. Clients can customise searches and build their own maps using federal, provincial, and international data. The Atlas of Canada provides a variety of tools for students, professionals, policy-makers, and the general public. Its features include "Find a Place" maps, which allow clients to locate more than 47,000 place names and geographical features, and "Archive Maps of Canada", which provide interactive access to 943 maps, some of which date back to 1906.

Royal Canadian Mounted Police – Federal Policing

The Federal Policing service provides easy on-line access to information on economic crime, such as consumer fraud, counterfeiting, and computer-related offences, as well as its impact on Canadian society. It now includes the Reporting Economic Crime On-Line (RECOL) System. To use RECOL, individuals first create a secure profile that only they can access. They then submit their complaint, which is forwarded to the appropriate law enforcement agency. The Web site also includes tips about the information needed to provide evidence.

One of the key benefits of RECOL is the opportunity to interact anonymously with the police, whether Canadians are seeking information or would like to submit a complaint. Over time, this anonymity will encourage more individuals to report the economic crimes they have witnessed, contributing to greater public safety.

Client take-up

The objective of the GOL initiative is not just to increase the number and the functionality of federal services available on-line. It is also to develop services that individuals and businesses will want to use, and that will increase satisfaction with federal service delivery.

Growth in the number of Internet users in Canada is starting to slow down. According to a recent Statistics Canada survey, almost 62% of Canadian households had at least one regular Internet user in 2002, up significantly from 42% in 1999 but up only slightly from 60% in 2001. Education and income continue to influence the take-up of on-line information and services. Interestingly, however, the number of Internet users aged 55-64 grew more than any other age group in 2002 (*Household Internet Use Survey*, 2003).

The percentage of Canadians who say they are at least somewhat familiar with GOL services has increased significantly in the past two years, from 43% in 2001 to 57% in 2003 (EKOS, *Rethinking the Information Highway*, 2003). This corresponds with an increasing percentage of Canadians who have visited federal Web sites – 51% (65% of Internet users) report having visited a federal Web site at least once in 2003, up from 42% (56% of Internet users) in 2001 (EKOS, *Rethinking the Information Highway*, 2003). Globally, Canada ranks sixth in terms of government Web site usage; the international average is 30% (Taylor, Nelson, Sofres, *Government On-line: An International Perspective*, 2003). Nevertheless, more can and should be done to increase awareness of the Internet delivery channel, as a large number of Canadians think that the Government of Canada needs to improve its marketing of on-line services (NFO Interactive, *State-of-the-Net*, 2003).

Departments and agencies report that the volume of on-line interactions – such as Web site visits or the downloading of information and forms – grew significantly in 2003, both in absolute terms (by 54%) and relative to other delivery channels (from 50% of the total volume to 62%). More extensive and useful information services are largely responsible for this change – the Internet increases the accessibility of these services, and makes possible new functionality that generates increased interest. One illustration of this is federal budget information. The on-line budget service can reach a much wider audience because it eliminates the need either to obtain a paper copy, or to go to a library to read the document; it also offers features such as budget speech livecasts and indexes of major issues, which are only possible through the Internet (for a full description of this service, see Chapter Five).

Departments and agencies also report that about 24% of their clients conducted on-line transactions – such as applying for a program or purchasing a product – with them in 2003.

Examples of services with high take-up rates in 2003

- Human Resources and Skills Development, Employment Services, 97-100%
- Canada Border Services Agency, Commercial Customs, 97%
- Justice Canada, Family Orders and Agreements Enforcement Assistance, 90%
- Public Works and Government Services Canada, Linguistic and Multicultural Services, 90%
- Public Service Commission, Recruitment, 87%
- Canadian Firearms Centre, Canadian Firearms Program, 65%
- Department of International Trade, Virtual Trade Commissioner, 57%
- Indian and Northern Affairs Canada, Indian Registration/Certificate of Indian Status, 50%

up from 21% in 2002. Some services have take-up rates of 50% or greater (see box). Employment services are among the most popular services that the Government of Canada offers on-line. Almost all Canadians who access the Job Bank – a network of job postings – do so on-line; and the percentage of those who apply on-line for a job with the Government of Canada has increased steadily, from 73% in 2001 to 83% in 2002 and 87% in 2003. For several years, almost all businesses have used electronic processing to streamline their import of goods into Canada. New services, such as the Indian Registration System, have also experienced a significant increase in take-up; 50% of Registered Indians used it to submit information last year, up from five percent in 2002.

It is worth noting, however, that a majority of Canadians still say that the purpose of their visits to federal Web sites is to obtain information (*GOL Internet Research Panel*, 2004). One continuing challenge is to address barriers to higher take-up of transaction services, such as perceptions of the security and privacy in transacting on-line; these issues are discussed in the following chapter. Increasing the awareness and use of on-line services available to individuals and businesses will be key goals for the GOL initiative in 2004 and beyond.

Client satisfaction

Perceptions of service quality vary across delivery channels, but Canadians who use on-line services are more likely to be satisfied with the service quality than those using other delivery channels. Their satisfaction rating of government services available through the Internet is 68%, whereas their satisfaction with services available by phone is only 56%. Asked to rate a government Web site with which they are familiar, 90% say that it is at least as good as other sites; more than half say that it is better. In addition, 81% who have used an on-line version of a government service would do so again (Institute for Citizen-Centred Service, *Citizens First 3*, 2003).

In 2000, the Government of Canada launched the Service Improvement Initiative, which requires periodic client satisfaction surveys for all major federal services targeting individuals and businesses. In 2003, departments and agencies reported that they had recently done a client satisfaction survey for about one-third of their services. Less than half of these surveys examine client satisfaction with the Internet delivery channel in particular. Satisfaction levels are high, however; the average score for the on-line version of the service is about four, or "satisfied", on a scale where one is "very dissatisfied" and five is "very satisfied". Findings from omnibus surveys, such as *Rethinking the Information Highway* (EKOS, 2003) and the GOL Internet Research Panel (2004), are consistent with these results.

Two key determinants of satisfaction with on-line services are ease of access and quality of information (Institute for Citizen-Centred Service, *Citizens First 3*, 2003). Almost all services which departments and agencies are

developing as part of the GOL initiative list 'easier access' as an intended client benefit; and almost half list 'better information leading to either increased educational or increased business opportunities'. Some services are also beginning to validate these benefits with clients. Feedback to date has been positive; suggestions for improvement include more help in filtering on-line content, additional plain language formats, and information on a greater number of topics.

With regard to the general credibility of the federal Web presence, more than three-quarters of Internet users think that the federal information available on-line is up-to-date (*GOL Internet Research Panel*, 2004). They are also more likely to think that the most up-to-date information is available through the Internet (Ipsos-Reid, *Attitudes and Perceptions Towards the Government of Canada's Internet Presence*, 2003). Survey results show an interest in deepening the federal information available through the Internet – more than half of the respondents to a 2003 NFO Interactive survey (*State-of-the-Net*) would like the Government of Canada to put a greater quantity of information on-line.

Chapter Three:
Building Confidence and Trust in On-line Service

The Government of Canada recognises that Canadians' use of on-line services depends to a great extent on their perceptions of whether they can securely transact on-line, and whether their personal information is protected. It is committed to ensuring on-line security and privacy through careful system design guided by threat-risk and privacy impact assessments, as well as a state-of-the-art security infrastructure.

Security

Canadians have increasing confidence that governments have taken the necessary steps to ensure that on-line services are secure. According to a recent EKOS survey of Canadians, 62% of respondents agree (20% disagree) that governments would not offer the choice of doing things like filing taxes through the Internet unless it was safe to do so, up from 57% in 2001. The number of federal clients who are conducting transactions on-line is also increasing over time (discussed in Chapter Two), another indication of their growing confidence. Even so, they are more likely to conduct certain types of transactions through the Internet than others – 73% are somewhat to extremely comfortable applying

For the 2006 Census, Statistics Canada will use Secure Channel's Session Encryption with Automated Login (SEAL) service to authenticate respondents. SEAL not only provides two-way encryption at a significantly more secure level than what is normally used on Web sites; it also allows users to return to the census form multiple times over several days while retaining and protecting their personal information.

on-line for a federal service, up from 71% in 2001, while only 37% are comfortable making an on-line payment to the Government of Canada, up from 35% (*Rethinking the Information Highway*, 2003).

The Secure Channel is a comprehensive set of network infrastructure and operations services, security and authentication services, and enabling software tools. Its development is supporting the Government of Canada in meeting Government On-Line objectives, and more generally in ensuring the integrity and security of on-line interactions.

In 2003, the Secure Channel introduced a secure on-line payment service – a common interface for credit card payments that is integrated with Receiver General of Canada systems. It is currently being used for purchases of Government of Canada publications and for payments for a range of Industry Canada programs. Departments and agencies completed their migration to the new Secure Channel Extranet, enabling them to securely communicate with one another, with clients, and with other jurisdictions. In addition, Secure Channel and Statistics Canada completed an authentication proof-of-concept for the 2006 Census (see box); their goal is to have 25% of respondents file electronically.

In 2002, Canada Revenue Agency began to use the Secure Channel authentication service, known as *ePass*, for its Address Changes On-line (see box). This past year a second department, Human Resources and Skills Development, began to use *ePass* to register and authenticate businesses submitting Records of Employment (ROEs) on-line (for a description of the service, see the end of this section). A service centre was also launched to provide support for *ePass*-enabled services; it assists departments and agencies in ensuring that their clients can use *ePasses* easily and effectively.

More than 115,000 individuals and businesses have now received *ePasses*, allowing them to conduct secure transactions on-line. This includes 46 businesses that together have processed almost 44,000 ROEs on-line.

What is an *ePass*?

An *ePass* is a public key certificate allowing departments and agencies to confirm that Internet users are who they say they are, and assuring users that they are dealing with the government organisation with whom they want to deal. To get an *ePass*, clients validate their identity using "shared secrets" (information that only they and the department or agency in question know); then they choose a user ID and a password. With an *ePass*, clients can send personal information through the Internet, knowing that only the intended recipients will receive it. They can electronically sign documents, making it unnecessary to go to an office to complete a transaction. *ePass* also makes it easier for clients to navigate between various on-line services, as they do not have to re-register or remember multiple passwords.

In 2004, more services will begin to use *ePass* to authenticate clients on-line, including: Atlantic Canada Opportunities Agency's Grants and Contributions Funding, Public Service Commission's Recruitment, Public Works and Government Services Canada's Compensation Web Applications for Public Servants, and Veterans Affairs Canada's Pensions and Health Care (for a description of this latter service, see Chapter Five).

Also in 2004, an enhanced version of Secure Channel's common registration service will be launched. It will allow departments and agencies to implement *ePass*-enabled services more quickly; as well, it will permit clients to choose (in a single registration) whether to access these services using a single or multiple *ePasses*, thus significantly improving the convenience for clients.

Record of Employment (ROE) On-line

A ROE is a key piece of information in determining eligibility for Employment Insurance (EI) benefits. Businesses complete approximately eight million ROEs every year. To reduce the time and costs involved in filing these reports, the Government of Canada has introduced ROE Web, a suite of applications for secure, Web-based transmission of ROEs using *ePass* to authenticate clients.

All businesses can now file ROE data on-line, once they have registered to use the software application. The Government of Canada is currently working to establish links between ROE Web and Appli-Web, software used to submit EI applications on-line. This will simplify the processing of claims for EI benefits.

The electronic transmission of ROE data eliminates the possibility of entry errors, meaning that federal employees spend less time contacting businesses to clarify and correct information contained in ROEs; they can now focus on providing more complex EI services. ROE Web also eliminates the administrative burden on businesses of having to file and store copies of ROEs, as well as providing significant time and cost savings. It has been estimated that a paper ROE takes a payroll professional about 10 minutes to complete at an average cost of about $3.50. Using ROE Web, however, there are examples of businesses that have completed 900 ROEs in 45 minutes; manually, the same number of ROEs would have taken up to 150 hours and cost $3,150.

The expectation is that about 80% of ROEs will be filed through ROE Web by 2005.

Privacy

It is important to ensure not only that Canadians can securely transact on-line, but also that they can do so in ways that protect their individual privacy.

According to a recent EKOS survey, 74% of Canadians are somewhat to extremely confident that the Government of Canada is able to protect the information they submit on-line, and 52% of Internet users have submitted some type of personal information on-line (*Rethinking the Information Highway*, 2003). There is further evidence of this confidence in the increasing number of federal clients who are conducting transactions on-line (discussed in Chapter Two).

At the same time, 70% of Canadians still have concerns about conducting on-line transactions that require the exchange of personal or confidential information (Ipsos-Reid, *Government On-Line Omnibus Survey*, 2003); and only 49% are comfortable with some sharing of personal information among departments and agencies even if it means better and faster service (EKOS, *Rethinking the Information Highway*, 2003).

To address these concerns, in 2002 the Government of Canada became the first national government to introduce a Privacy Impact Assessment (PIA) Policy. This policy outlines an assessment process for any new or redesigned service raising privacy issues (see box). It also requires departments and agencies to submit assessments to the Office of the Privacy Commissioner before implementing the services in question, and to publish summaries of assessment results on their Web sites.

A privacy impact assessment must be conducted if the proposed service will lead to: an increased use of personal information, a shift from direct to indirect collection of personal information, use of personal information for purposes other than those for which it was collected, greater sharing of personal information, contracting out, or the creation of a common personal identifier.

By the end of 2003, departments and agencies had submitted 41 privacy impact assessments and 16 preliminary assessments to the Office of the Privacy Commissioner. This includes an assessment for the Secure Channel, which provides good privacy protection by, for example, designing authentication services in a way that allows clients to have as many or as few user IDs and passwords as they wish.

Robert Marleau, the former Interim Privacy Commissioner of Canada, praised the PIA Policy in his report to Parliament, noting that

> *this preventative approach, rather than a punitive or remedial one, is the most sensible [one for] an issue like privacy…Lost privacy cannot be given back. That is why Treasury Board's policy is so welcome. When a government initiative adds to sound*

governance, it should be recognised and applauded (2002-03 Annual Report to Parliament).

In 2003, an on-line tool was introduced to assist departments and agencies in completing privacy impact assessments. This tool includes a "PIA Assistant" – an interactive questionnaire that explains each step in completing an assessment, and in drafting an assessment report; the questions assess program or system design against the privacy principles contained in the *Privacy Act*.

The expectation is that departments and agencies will conduct more than 100 privacy impact assessments and preliminary assessments in the next two years.

Chapter Four:
What's Next?

The Government On-Line (GOL) initiative is laying the foundation for fundamental service transformation – the integration of services federally and across jurisdictions to significantly increase benefits to clients, such as a reduction in the number of steps required to complete a transaction, and to generate further cost savings and cost avoidance for governments. Through GOL, the Government of Canada has implemented key enablers, such as convenient Web sites and integrated portals, a common look and feel for all federal sites (discussed in Chapter One), and the government-wide Secure Channel (discussed in Chapter Three). It has also encouraged departments and agencies to begin to rethink their services. In 2003, departments and agencies were doing some type of transformation work for about two-thirds of their services; in most cases this involved grouping related information or elements of a transaction together.

Canadians want the Government of Canada to continue and build on these efforts. One of their most frequent suggestions for improvement is greater partnering between the Government of Canada and provinces, territories, and municipalities in order to integrate their respective service offerings (*GOL Internet Research Panel*, 2004). This is also the advice of the GOL Advisory Panel, who in its final report argued that the Government of Canada should "build on the success of GOL by implementing an integrated service delivery network". Its recommendations included the development of a "long-term plan for transforming the federal public and internal services over the next five to 10 years by rationalising responsibilities, reorganising operations, and reallocating resources among the departments and agencies involved in serving the needs of each one of these client groups, in order to break down the barriers that currently exist

between these departments and agencies" (*Connecting with Canadians: Pursuing Service Transformation*, 2003).

In concrete terms, integrated service would mean:

- streamlined processes – simpler forms and less "red tape";
- alignment of programs, policies, and regulations across the Government of Canada and jurisdictions to eliminate gaps or inconsistencies in the level of service provided to clients;
- greater cost-effectiveness through the re-use of applications and systems, as well as the use of common business processes and shared service delivery networks; and
- access to comparable levels of service regardless of how clients decide to interact with the government.

The Government of Canada recognises that the more fundamental transformation of services – their integration across program, departmental, and jurisdictional lines – is both possible and necessary if significant client benefits or federal savings are to be realised. It will continue to explore and consult with individuals, businesses, and other governments on how service offerings and service delivery can be further improved to increase client satisfaction and value for money from service investments.

The Government of Canada will also continue its efforts to ensure a successful conclusion to the GOL initiative, as this will serve as the foundation for any future transformation work. Realising the efficiencies of shifting routine transactions to the Internet channel will only be possible if usage of this channel increases. In 2004, therefore, departments and agencies will be encouraged to establish channel management and take-up strategies, and to facilitate the migration of those clients who are willing and able to use on-line services. Departments and agencies will also need to actively market these services.

In 2004, as part of the Service Improvement Initiative, 27 core departments and agencies will be required to set and publish client satisfaction targets and service standards, establish baseline client satisfaction scores for all major external services where they have not already done so, and publish satisfaction results by service delivery channel.

Additional challenges in 2004 and beyond revolve around the use of the Secure Channel and the sustainability of integrated portals. The Government of Canada will only realise the full benefits of Secure Channel when all departments and agencies use its services. Increasing departmental use of the Secure Channel is also key to enabling the next generation of secure interactions with clients. Apart from this, central GOL funding for integrated portals ends in 2005-06. These portals are convenient points of access for Canadians, businesses, and international clients. Departments and agencies must cooperate to ensure their continued viability as a key plat-

form for delivering on-line services. While the structure and content of portals will change over time in response to the needs and interests of citizens/clients, the challenge in the short-term will be to find new governance models that sustain and support them.

Finally, all activities that are properly considered part of the GOL initiative will continue to be tracked and reported. There will also be work to continue to improve the quality of the data collected in order to better assess the progress being made.

Chapter Five: Service Profiles

The following are concrete examples of services that departments and agencies are developing – descriptions of the progress they made in 2003, as well as their plans for improvement in the near future.

All federal services for individuals and businesses are accessible through the Canada Site (*www.Canada.gc.ca*), which together with the gateways and integrated portals described in Chapter One serves as a key federal platform for electronic service delivery.

For Canadians

Health protection

The number of Canadians seeking health protection and promotion information on-line has increased by more than 75% in the last few years, to 850,000 in 2002. Meeting this strong and increasing demand for health information requires effective partnerships both internationally, and with provinces and territories. For example, the Government of Canada participates in the Global Public Health Intelligence Network. This network includes an on-line tool that monitors media coverage of health issues across the world, and in six different languages, for news of disease outbreaks and infectious diseases. It thus acts as an "early warning" system for Canadian and other public health units worldwide, resulting in better emergency preparedness and coordination. Notably, this on-line scanning tool is one of the ways that the Government of Canada monitored the outbreak of the SARS virus in 2003.

Health protection (cont'd)

The Government of Canada is continuing to improve its on-line health protection services. For example, by mid-2004 the Human Pathogens Import Permit Tracking System will be launched. This system will allow lab officials who do testing to apply for permits to import human pathogens; it will replace the existing paper form and time-consuming manual processing with an on-line form and electronic processing. The on-line form will be easy to complete, and will include a help function to assist users. As well, the system will screen for errors, eliminating the need to review, correct, and resend forms. It will thus provide significant time savings for lab officials.

Canadians will also benefit from the enhanced protection the Human Pathogens Import Permit Tracking System will provide. Public security will be improved, as all imports of human pathogens into the country will be traced. Security establishments such as the Royal Canadian Mounted Police will be able to quickly access the information they would require in the face of any potential bio-terrorist threat. Health Canada officials will have the ability to store and track permits, suppliers, and lab information, resulting in faster and more accurate processing and issuing of permits.

Information on air quality

Air pollution has significant potential to harm both the environment and human health. The National Air Pollutants Surveillance (NAPS) Network is a federal/provincial/territorial program that measures air pollution in Canada. The network provides important information on common pollutants to which Canadians may be exposed from the air they breathe. It provides the basis for evaluating air pollution control strategies, identifying urban air quality trends, and for warning of emerging air pollution issues.

In 2003, the Government of Canada expanded the availability of Web tools allowing the transfer of data to and from the NAPS database to its partners. A NAPS Web site was also launched. Through this site, Canadians can use maps to find and visualise air pollutants information; it also provides interactive annual frequency, annual means, and National Air Quality Objectives (NAQO) data reports. In 2004, more detailed maps, postal code links, and pollution trend information will be added to the NAPS Web site.

The Government of Canada is also improving access to environmental information through the development of the National Pollutants Release Inventory (NPRI), which uses Web-based

interactive mapping and querying tools. These tools allow Canadians to identify both the pollutants that are released into their communities as well as their sources. Over time, the types of searches that are possible through the NPRI – including at the community level – will be expanded, and the database will be updated with additional pollutant release information from industrial and non-industrial sources.

Benefits and tax programs for individuals

Each year, the Canada Revenue Agency (CRA) administers more than $11 billion in federal, provincial, and territorial benefits programs, reaching more than 10 million Canadians. In 2003, CRA introduced "My Account", which provides easy and secure on-line access to personal benefits and tax information. Using this service, Canadians can now view information such as details about Canada Child Tax Benefit and related provincial and territorial program payments, GST/HST credit and related provincial program payments, tax refund and balance owing, tax returns filed and related adjustments requested, tax instalment and account information, and RRSP, Home Buyers, and Lifelong Learning Plans. In the near future, Canadians will be able to use "My Account" to access more detailed benefits and tax information. "My Account" will also be the way in which they access other services that are already available on-line, such as requesting changes to their individual tax returns or changing their contact information (using the Address Changes On-line service).

Through its Income Verification Project, CRA has also introduced a new electronic process to transfer income information to provinces and territories. This information is necessary in order to verify eligibility for income-tested support programs. The transfer is quick and secure, and requires the specific authorisation of the clients involved. To date CRA has established partnerships with about 25 provincial and territorial ministries and social service agencies to use this system, which in the future may be used as a model for other services.

Both "My Account" and the Income Verification Project provide significant benefits to individuals. "My Account" expands the level of service available, and consolidates much of the information that Canadians request and need most often. Further, what they see on-line matches what CRA employees see on their screens, improving communication and understanding. Electronic income verification significantly decreases both the turnaround time for processing requests, and the likelihood of errors in the calculation of benefits. This helps ensure that clients receive the benefits to which they are entitled in a timely manner, contributing to their economic well-being.

Veterans' pensions and health care

Veterans Affairs Canada (VAC) has offered an electronic service delivery option to its clients for more than a decade. More than three-quarters of their clients now receive their pension and allowance cheques through electronic direct deposit to accounts rather than by printed cheques.

In 2003, VAC conducted a pilot of the nursing forms component of its on-line health assessment system. Other components include medical and occupational therapist assessment forms. They will be fully implemented upon completion of the Secure Channel authentication process to ensure privacy protection. On-line submissions of health assessments will provide clients with significant time savings, as VAC will no longer have to wait to receive the appropriate forms from health care providers by mail. They will also reduce data entry errors, ensuring that clients receive the health care they need without delay.

In 2004, clients will also be able to apply for disability pensions on-line, either for new entitlements or for a review of existing ones. They will also be able to enquire about the status of their disability pension claims using the Secure Channel common registration service.

Passports

In the post-9/11 world, the Government of Canada is taking steps to improve the security of passports and other vital documents. During the summer of 2003, the Passport Office piloted the e-Link System with the Province of British Columbia (BC). This system allows Passport Office staff to check birth certificates against information held in the BC vital statistics database. It confirms Canadian citizenship in real time, providing greater security for travelers while also accelerating the approval process for legitimate passport holders.

The Passport Office is currently developing a service that will allow Canadians to input basic information for their passport on-line; the expectation is that it will be in place by August 2004. In every office, a queue will be dedicated to people that have submitted information on-line. This will improve service by reducing transaction turnaround time at offices, since information will already be available for employees.

The longer-term goal is to allow Canadians to renew their passports on-line, while guarding against fraud or misuse, including submitting digital photos and signatures, payments, viewing passport status, and changes of address. Not having to go to a Passport Office for renewals will greatly improve the convenience of the service; and electronic processing will reduce transaction turnaround time.

For Businesses

Business tax

The Canada Revenue Agency (CRA) is developing self-serve channels for its business tax clients. It currently offers: on-line business registration services; Internet filing for corporate income tax returns; TELEFILE and Internet filing for the GST/HST credit (up to $10,000) and nil returns; Internet filing for T4 returns; and TeleReply for Payroll Deductions nil remittances. Financial institutions offer telephone and Internet payments for most of these programs. In turn, financial institutions can generally transfer these payments to CRA using electronic mechanisms, regardless of whether the payment was made in-person or electronically, or whether it was made on behalf of an individual or a business. A Business Client Communication System allows clients to make certain requests electronically. CRA also offers an Interactive Information Service for small- and medium-sized business clients, allowing them to find the information they need on-line through a user-friendly question-and-answer process.

In 2004-05, the Business Client Communication System will be enhanced, permitting electronic delivery of client-requested and automatically created responses. Excise clients will be able to file, amend, and view returns on-line; and third party agents will be able to register for corporate Internet filing. As well, the Interactive Information Service will be expanded to include tax professionals and large corporations.

On-line business tax services provide both clients and CRA with significant time savings. For example, business registrations that in the past used to take days to complete can

Business tax (cont'd)

now be done in one on-line session lasting less than an hour. CRA can process electronic returns in about half of the time it otherwise would take, at the same time avoiding many of the errors and subsequent adjustments associated with processing paper returns. Based on a recent survey, 82% of clients think that CRA's on-line business information is clear, and 86% that it is complete; 93% indicate that they have no security concerns in using business tax services on-line.

International development

The Government of Canada commits more than $2.3 billion to international development assistance projects per year. As the principal federal organisation responsible for delivering Canada's Official Development Assistance program, the Canadian International Development Agency (CIDA) is in the process of creating a suite of on-line tools to facilitate delivery of international development projects.

One of the on-line tools now available for selected organisations is the "Partner Room", a "virtual workspace" that allows organisations working with multiple partners to manage the entire project proposal cycle on-line – from registration, creation, and staging to submission of proposals electronically. The "Partner Room" includes intuitive navigation features, program-specific templates to capture information requirements, pre-population of proposal data fields where appropriate throughout the proposal cycle, and specific help fields to assist in the completion of proposals. Benefits include easier collaboration among proposal stakeholders, a simplified proposal process, and time savings resulting from an automatic data validation function that provides proponents with instant feedback.

In 2004, the "Project Room" will be launched. This second on-line tool will provide CIDA's employees with a "virtual workspace" for proposal management – from initial reviews and assessments to project approval and generation of contracting documents. Through the "Project Room", CIDA employees will also have easy on-line access to information on historical and current vendor projects related to international development, and will have a single point of access to all project-related documentation. In doing this, CIDA is aiming to reduce the cost and complexity of project management for all project partners, allowing employees and partners to shift their focus from routine transactional processes to knowledge-based work.

Aboriginal business programs

The Government of Canada provides financial support, information, and other resources to Aboriginal Canadians who want to start or expand a business. Funds in the form of equity contributions or loans are available for activities ranging from business planning to marketing. Clients can now complete their statements of intent for funding applications on-line; they can save incomplete statements, developing them over time as their schedules permit, attach supporting documentation, and obtain the contact information of the development officer responsible for their projects. In 2004, it will be possible to submit claims for funds on-line.

Clients who complete statements of intent on-line report that they are able to submit more complete applications, as they have access to additional background information. This information also allows them to make more informed decisions about the appropriateness of submitting applications.

A Modern Government

Budget information

Federal budgets affect the lives of all Canadians; it is therefore important that citizens have easy access to these documents. On-line versions of budgets reach a much wider audience than do paper versions. They also provide quicker and more convenient access to information, and include features that are not possible in paper versions.

In addition to the budget itself, Internet users can access supplementary information in a range of formats, such as a budget speech livecast, video of the Minister explaining budget details, a narrated electronic presentation, and a tax savings calculator. In recent years, parts of the budget have been formatted so that they are accessible using Personal Digital Assistants. The most recent on-line versions of the budget have also included "quick links", a simple index of major budget issues that link directly to the relevant section of the budget. This feature is not possible in the paper version.

Budget information (cont'd)

as the budget changes up to the moment it goes to print; electronic publishing, however, is flexible enough to make indexing possible.

Overall, more than 500,000 Canadians access the on-line version of the budget each year. This has allowed the Government of Canada to reduce the number of paper copies that it prints (by law, it must print some 35,000 copies), realising significant cost savings while at the same time improving service to Canadians.

Government Procurement

To streamline the way it conducts business, the Government of Canada is working towards putting its complete procurement and asset disposal lifecycle on-line. For example, vendors who would like to provide goods and services to the public sector can now use the Government Electronic Tendering Service, known as MERX™. It contains a comprehensive list of all current business opportunities. Various subscription service packages are also available; vendors who subscribe can receive, for example, automatic notification of opportunities that may be of interest, the ability to order documents directly, various account management tools, and strategic information. One of the key benefits is that, by providing easy access to contract opportunities tendered by the public sector, MERX™ creates a "level playing field" for businesses regardless of size or experience.

Canadians who want to purchase surplus public sector equipment and materiel can visit the Crown Assets Distribution Web site, which includes sales schedules, pictures and descriptions of featured items, and an e-mail notification feature alerting clients when items of interest are available for purchase. Through increased sales, this on-line service has allowed the Government of Canada to reduce the number of warehouses containing surplus materiel, resulting in cost savings of about $3 million per year.

In 2004, the Government Travel Portal – a single point of access for federal employees for travel information, planning, reservations, and approvals – will be launched. The expectation is that this travel service will reduce administrative time related to travel by 25%, and will reduce associated costs by 11%. By 2005, the Government of

Canada Marketplace will be available for use by federal employees. It will facilitate the exchange of goods, services, and other assets between suppliers and government buyers – it will post catalogues and automate routine and mass purchases. The expectation is that this electronic marketplace will reduce government-wide administrative costs related to purchasing by 50%.

Drafting and publication of legislation

The Department of Justice, in collaboration with the House of Commons and the Senate, is developing a Legislative Information Management System (LIMS). This will modernise the legislative process, providing a secure on-line environment for drafting federal bills.

To date, four bills have been developed using this new system. The Department is now developing a similar drafting environment for federal regulations. In 2004, it will also launch a revamped Web site that uses LIMS ("point in time" technology) to provide access to the most recent legislative information.

LIMS will provide significant benefits not only to the Government of Canada, but also to the legal community, policy makers, and the public. For example, it will provide access to bills and statutes either in the official language of choice or in a bilingual format; and it will provide access to updates on a weekly basis rather than the current average of six months.

Appendix A

Allocation of Central Funds by Component
(as of December 2003)

$ Thousands

	00/01	01/02	02/03	03/04	04/05	05/06	Total
Common Secure Infrastructure	32,490	107,299	115,731	136,900	79,410	0	471,830
Gateways and Subject/Audience Portals	5,341	23,945	16,400	17,745	16,855	15,000	95,286
On-line Service Delivery	8,672	89,216	48,235	58,026	40,821	16,917	261,887
Policies and Standards	5,063	3,934	13,000	13,000	11,500	4,500	50,997
Total	**51,566**	**224,394**	**193,366**	**225,671**	**148,586**	**36,417**	**880,000**

Note: numbers are rounded to the nearest thousand.

Allocation of Central Funds by Department/Agency and Component (as of December 2003)

$ Thousands

	00/01	01/02	02/03	03/04	04/05	05/06	Total
Agriculture and Agri-Food Canada							
• Gateways/Portals		612	400				1,012
• On-line Service Delivery		4,327					4,327
Canada Customs and Revenue Agency							
• On-line Service Delivery	3,345	15,330	14,829	14,802			48,306
• Business Case			200				200
Canadian Economic Development Agency for Quebec Regions							
• On-line Service Delivery		25					25
Canadian Heritage							
• Gateways/Portals		400	40	283			723
• On-line Service Delivery	90	2,081	200	400			2,771
Canadian Institutes of Health Research							
• Gateways/Portals		132					132
• On-line Service Delivery		220					220
Citizenship and Immigration Canada							
• Gateways/Portals		1,155	400	300			1,855
• On-line Service Delivery	161	278	1,100	500			2,039
• Business Case			230				230
Communication Canada							
• Gateways/Portals			2,970	1,615			4,585
• On-line Service Delivery			1,000	1,300	100		2,400
Department of Foreign Affairs and International Trade							
• Gateways/Portals	402	2,932	2,370	1,929			7,633
• On-line Service Delivery	29	2,603	900	2,224	5,528	1,917	13,201

$ Thousands

	00/01	01/02	02/03	03/04	04/05	05/06	Total
Environment Canada							
• Gateways/Portals		1,000	20				1,020
Federal Court of Canada							
• Business Case	50	150					200
Health Canada							
• Gateways/Portals		1,672	500				2,172
• On-line Service Delivery	790	5,829	3,115	3,970	5,515		19,219
Human Resources Development Canada							
• Gateways/Portals	328	7,203	3,650	5,081			16,262
• On-line Service Delivery	1,551	24,991	15,000	15,500			57,042
Indian and Northern Affairs Canada							
• Gateways/Portals			300	348			648
• On-line Service Delivery		3,300	1,763	1,500			6,563
• Business Case			200	125			325
Industry Canada							
• Gateways/Portals	782	2,007	2,800	2,854			8,443
• On-line Service Delivery	625	5,879		3,156	875		10,535
• Business Case			200				200
Justice Canada							
• Gateways/Portals		660	65				725
• On-line Service Delivery		700	2,571	2,997			6,268
National Defence/Communications Security Establishment							
• Common Secure Infrastructure	5,565	10,335	10,050	6,350			32,300
Natural Resources Canada							
• Gateways/Portals				555			555
• On-line Service Delivery		300					300
• Business Case			200				200

$ Thousands

	00/01	01/02	02/03	03/04	04/05	05/06	Total
Parks Canada							
• On-line Service Delivery		850					850
Public Works and Government Services Canada							
• Common Secure Infrastructure	15,641	64,570	93,830	117,050	8,000		299,091
• Gateways/Portals	3,622	3,600	1,200	2,862			11, 284
• On-line Service Delivery	1,806	16,436	2,977	4,898	500		26,617
Royal Canadian Mounted Police							
• On-line Service Delivery	225	338					563
Solicitor General							
• Gateways/Portals		200	15	535			750
• On-line Service Delivery		301					301
Statistics Canada							
• Gateways/Portals	55	554					609
• On-line Service Delivery		2,603	1,600	1,800	1,000	500	7,503
Supreme Court of Canada							
• On-line Service Delivery		375					375
Transport Canada							
• On-line Service Delivery		300					300
Treasury Board of Canada Secretariat							
• Common Secure Infrastructure	11,284	32,394	11,851	13,500	12,000		81,029
• Gateways/Portals			870	800			1,670
• On-line Service Delivery				2,953	1,985		4,938
• Policies and Standards	5,063	3,934	13,000	13,000	11,500	4,500	50,997
Veterans Affairs Canada							
• Gateways/Portals	152	1,818	800	583			3,353
• On-line Service Delivery		2,000	1,750	1,900	1,750	1,750	9,150
• Business Case			400				400

$ Thousands

	00/01	01/02	02/03	03/04	04/05	05/06	Total
Funds to be allocated to departments/agencies for GOL components upon final approval by Treasury Board							
• Common Secure Infrastructure					59,410	59,410	
• Gateways/Portals					16,855	15,000	31,855
• On-line Service Delivery					23,568	12,750	36,318
Total	**51,566**	**224,394**	**193,366**	**225,671**	**148,586**	**36,417**	**880,000**

Appendix B

GTEC awards

GTEC is an annual week-long conference bringing together program managers and information technology developers from all levels of government and the private sector in Canada. It provides a series of awards for excellence and innovation in enabling and managing e-government within the public sector. Below is a list of federal services that won awards in 2003.

- **For innovative service delivery to citizens and businesses:** GOLD, Employment Insurance Appli-Web, Human Resources Development Canada; SILVER, Electronic Data Reporting Security Infrastructure, Statistics Canada; BRONZE, Our Gift to Canada/e-Health Forms On-line, Veterans Affairs Canada
- **For enhancing government operations:** GOLD, EFILE On-line Plus, Canada Customs and Revenue Agency; SILVER, Permanent Resident Card, Citizenship and Immigration Canada; BRONZE, Port Facilities Information Register - Quebec Region, Transport Canada
- **For securing and managing information assets:** GOLD, PRISM: A Technology Program for Managing Procedural Information at the House of Commons; SILVER: Virtual Trade Commissioner, Department of Foreign Affairs and International Trade; BRONZE, Interactive Information Service, Canada Customs and Revenue Agency
- **For strategic information management:** GOLD, Developing the Information Management Infrastructure to Support Modernising Services for Canadians, Human Resources Development Canada
- **For enabling e-government in Canada:** GOLD, Authentication Services/*ePass* Canada, Treasury Board of Canada Secretariat and Canada Customs and Revenue Agency
- **For innovative cross-jurisdictional e-government projects:** BRONZE, Canada-US Initiative for Marine Cargo, Canada Customs and Revenue Agency
- **For implementing medium to large IT projects:** GOLD, Tactical Command, Control, and Communications System, National Defence
- **For managing the human dimensions of e-government:** BRONZE, Information Technology Branch Workplace Wellness Program, Canada Customs and Revenue Agency

Appendix C

Gateways and portals

The Canada Site includes the following portal:

- About Canada

The Canadians Gateway includes the following portals:

- Aboriginal Peoples
- Canadians Living Abroad
- Children
- Consumer Information
- Culture, Heritage, and Recreation
- Economy
- Environment, Natural Resources, Fisheries and Agriculture
- Financial Benefits
- Health
- Identification Cards
- Jobs, Workers, Training and Careers
- Justice and the Law
- Newcomers to Canada
- Persons With Disabilities
- Public Safety
- Rural and Remote Services
- Science and Technology
- Seniors
- Taxes
- Travel at Home and Abroad
- Youth

The Business Gateway includes the following portals:

- Business Start-up
- Business Statistics and Analysis
- E-Business
- Exporting/Importing
- Financing
- Human Resources Management
- Innovation/Research and Development/Technology
- Regulations
- Selling to Government/Tenders
- Tax

The Non-Canadians Gateway includes the following portals:

- Canada and the World
- Doing Business with Canada
- Going to Canada

Appendix D

This Appendix contains a range of information on the services that departments and agencies are developing as part of the Government On-Line (GOL) initiative – which services are complete, the level of functionality they currently offer to clients as well as their targets for 2005, take-up information, and whether they have recently done a client satisfaction survey.[2]

The target level of functionality established for each of the 130 GOL services will be the key measure of success in terms of the Government of Canada's commitment to put the most commonly used federal services on-line by 2005. Current and planned levels of functionality are established and reported using the following self-assessment tool.

Self-assessment tool – information services

Publish basic information (push)

1. **Web presence:** Summary information about the service is available on-line, e.g., contact numbers, office locations and hours of operation, a general description of the service, etc.
2. **Basic reference:** Some basic documents are on-line. In many cases, however, clients still need to use off-line sources to access these documents.
3. **Reasonably complete reference:** A reasonably complete set of these basic documents are available on-line. In addition, processes are being considered/developed to ensure that on-line information remains well-managed, that it remains accurate and up-to-date (e.g., content management systems).

[2]Data in this Appendix was current until December 11, 2003. On December 12, 2003, there was a reorganisation of departments and agencies, including of Canada Customs and Revenue Agency, Canadian Heritage, Communication Canada, Department of Foreign Affairs and International Trade, Environment Canada, Health Canada, Human Resources Development Canada, National Defence, Public Service Commission, and Public Works and Government Services Canada. This reorganisation has affected which departments or agencies are responsible for which services. The revised list of departments and agencies participating in the GOL initiative, and the specific services for which they are responsible, will be finalised in 2004.

Customise information holdings (push/pull)

4. **Deepening of holdings:** Information is increasingly put on-line in response to client needs/requests; there is an emphasis on making information available to clients that is otherwise difficult to access, hidden, or not available through off-line sources. As well, processes are being established to ensure that on-line information remains accurate and up-to-date.

5. **Segmentation:** Clients are increasingly segmented into sub-groups and information is increasingly tailored for them based on a broad range of user characteristics. Text is written in a plain language style that can be easily understood by the client group for which it is intended, different media are used to communicate information, and specialised portals are developed where appropriate. In addition, some on-line interaction between clients and service providers is possible. For example, clients can submit requests for reports, surveys, etc., and receive automatic confirmation-of-receipt notices. Other interactive tools are available on-line, but most specific questions are still answered through off-line channels.

6. **Interactive tools:** Clients can use a full range of interactive tools to receive customised information on-line. These tools can include, for example, database queries (including cross-tabulation requests), calculators, mapping tools, intelligent response systems, real-time discussions, etc. Live and automatic navigational aids facilitate the use of on-line services, where appropriate. E-mail management systems are in place to deal with the growing volume of correspondence, including the increasingly detailed questions as information becomes more readily available.

Provide client-defined access to information (pull)

7. **Customised profiles:** Individual clients can establish multiple profiles on-line and receive information based on these profiles. Subject to privacy guidelines, they can also receive unprompted suggestions, updates, and other information based on their user histories, traffic patterns, etc.

8. **Partial synthesis:** Individual clients have partial capability to pull information from diverse on-line sources, and they have some tools to combine or synthesise it in order to create new information products.

9. **Reasonably complete synthesis:** Individual clients have reasonably full capability to pull and synthesise information from diverse sources, which allows them to conduct detailed research on-line. They can access more complete and reliable information on broad policy

objectives or societal outcomes – e.g., safer communities, a cleaner environment, etc. This includes not just high level trends and other summary data, but also the reports behind these summaries, raw data, and other information on the specific programs that are thought to contribute to the achievement of these objectives. Not only are there multiple levels of information, clients are also able to choose the level that is appropriate for them, thus contributing to greater transparency, accountability, and engagement.

Self-assessment tool – transaction services

Publish (passive/passive)

1. **Web presence:** Summary information about the service is available on-line, e.g., contact numbers, office locations and hours of operation, a general description of the service, etc.
2. **Basic reference:** Some basic documents relating to the service are on-line, e.g., policies, regulations, laws, most commonly used forms, etc. In many cases, however, clients still need to use off-line sources to access these documents.
3. **Reasonably complete reference:** A reasonably complete set of these basic documents are available on-line. In addition, processes are being considered/developed to ensure that on-line information remains well-managed.

Interact (active/passive)

4. **Partial communication:** Some clients can communicate on-line with the service provider. For example, they can submit basic forms or documents. There is no confirmation of status, however, and clients receive the details of any outstanding issues through off-line sources.
5. **Full communication:** All clients can communicate on-line with the service provider. In addition, some interactive tools are available on-line to respond to queries, but off-line sources are still an important source of information and guidance.
6. **Reasonably complete interaction:** All clients can submit a full range of information relating to their transaction, and receive individualised responses to their submissions, where appropriate. There is a reasonably complete set of interactive tools to respond on-line to queries. Live and automatic navigational aids facilitate the use of on-line services, where appropriate. E-mail management systems are in place to deal with the growing volume of correspondence.

Transact (active/active)

7. **Partial completion:** Clients can complete a transaction on-line; something binding takes place between them and the service provider. This transaction is either partial – for example, clients can complete an application on-line, but need to use off-line sources to submit supporting documents or to process the application – or not available to everyone – for example, the transaction is in the pilot stage, or is being rolled out in phases.
8. **Full completion:** All clients can fully complete a binding transaction on-line. Confirmation of the transaction, however, does not happen until a later date, and may occur through off-line sources.
9. **Full completion in real time:** All clients can fully complete a binding transaction in real time without leaving the service provider's Web site. Confirmation of the transaction is instantaneous, and occurs either on-line or through an e-mail.

Information services

Complete?	Service & Service component	Level of development: 2003	Level of development: 2005	Total volume of client-government interactions by channel in 2003[1] Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Agriculture and Agri-Food Canada										
No	Agri-food Trade	7	8	1,000,000	0	0	0	3,184	No	No
Yes	Business Risk Management	4	4	225,000	0	175,000	175	80,000	No	No
Yes	Food Safety and Quality	3	3	118,318	0	0	0	0	No	No
Yes	National Land and Water Information	3	3	4,164	0	0	0	0	No	No
No	Science Research and Development	5	7						No	No
Atlantic Canada Opportunities Agency										
No	Information Sharing and Exchange	4	8	239,000	0	47,000	16,000	13,000	Yes	No
Canadian Centre for Management Development										
Yes	Campusdirect	7	7	8,000	0	3,500	0	0	No	No
Canadian Economic Development for Quebec Regions										
No	Information Services			671,473	0	30,251	18,840	0	Yes	Yes
	• CEDQ On-line	4	5							
	• Internet Site	4	8							

[1]Some services in this table are still in the developmental stage leading towards their targets for 2005. Other services have just been launched. Both of these factors affect the reported volume of interactions through the Internet in 2003.

Complete?	Service & Service component	Level of development: 2003	2005	Total volume of client-government interactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Canadian Heritage										
Yes	Active Citizenship and Civic Participation	6	6						Yes	Yes
	• Consultation Portal			60,000	0	0	0	0		
Yes	Canadian Content (Knowledge and Information)								Yes	No
	• Canadian Conservation Institute	6	6	95,000	0	2,800	250	25		
	• Canadian Heritage Information Network	6	6	1,504,175	0	1,186	528	138		
	• Preserving My Heritage	6	6	124,470	0	5,219	0	800		
	• Virtual Museum of Canada	6	6	6,250,000	0	0	0	0		
No	Cultural Participation and Engagement								No	No
	• Canadian Cultural Observatory (launched mid-November 2003)	8	8							
	• Culture.ca (Canada's Cultural Gateway)	4	6	2,000,000	0	500	0	100		
Canadian International Development Agency										
No	Policy Development and Consultation								No	No
	• Electronic Consultation	5	7							
	• Knowledge Networks	7	8							
No	Web-based Program and Policy Information	5	6						No	No

Complete?	Service & Service component	Level of development: 2003	2005	Total volume of client-government interactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Citizenship and Immigration Canada										
Yes	Management of Access to Canada	4	4	55,100	0	55,100	55,100	55,100	No	No
Communication Canada										
No	Government of Canada Publications On-line	6	7	2,670,720	0	60,000	0	216,000	No	No
Department of Foreign Affairs and International Trade										
Yes	Assistance to Canadians Abroad	4	4	815,000	0	1,030,000	1,250,000	2,800	Yes	No
Yes	Public Diplomacy Services	4	4	3,000,000	0	0	0	0	Yes	No
Environment Canada										
No	Information on Air Quality and Pollutants									
	• National Pollutant Release Inventory	5	6	5,915	0	311	0	0	No	No
No	Water	5	6	787,284	0	500	100	3,000	No	No
No	Weather Information	6	7	120,027,000	30,000,000	27,000	1,000	13,000	Yes	Yes

Complete?	Service & Service component	Level of development: 2003	2005	Total volume of client-government interactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Finance Canada										
Yes	Budget Information	7	7						No	No
Yes	Consultations Information	7	7						No	No
Yes	Finance Legislation Information	5	5						No	No
Yes	Other Information Updates	7	7						No	No
Yes	Tariff Policy Information	7	7						No	No
Yes	Tax Policy Information	7	7						No	No
Fisheries and Oceans Canada										
No	Fisheries and Oceans Portal	4	6	150,000	0	0	0	0	No	No
No	Maritime Safety Information	3	4						No	No
No	Understanding Canada's Waters and Aquatic Resources	3	5	144,000	0	4,000	1,000	1,000	No	No
Health Canada										
No	First Nations and Inuit Health								Yes	No
	• First Nations and Inuit Primary Care Electronic Health Record	4	7							
	• Provincial/Federal First Nations Telehealth Project	7	8							
No	Health Information and Knowledge Management	3	6	12,320,560	3,600	61,020	502	98,912	No	No
Yes	Health Promotion	5	5						Yes	Yes
No	Health Protection	4	7						Yes	No

Complete?	Service & Service component	Level of development: 2003	2005	Total volume of client-government interactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Human Resources Development Canada										
No	Canada Education Savings Grants								No	No
	• Financial Post-Secondary Calculator	6	6	118,000	2,200	22,500	0	1,000		
	• Forms	3	3							
	• Promoter Training	5	5							
Indian and Northern Affairs Canada										
No	Northern Environmental Management and Protection	3	5	18,000	0	1,400	200	400	No	No
No	Access to Corporate Information	6	7	350,000	0	12,000	0	750	No	No
Industry Canada										
Yes	Business Intelligence Products - Strategis	8	8	14,138,292	0	16,721	0	16,721	Yes	Yes
Yes	Canadian Business Service Centres	7	7	3,849,000	39,000	171,000	140,000	29,000	Yes	Yes
Yes	Consumer Services	8	8	460,000	0	300	0	0	Yes	Yes
Yes	Corporate Name Search - NUANS (Newly Upgraded Automated Name Search)	9	9	170,000	0	0	0	0	No	No
Yes	Information Highway Applications	6	6	339,500	0	3,500	3,500	3,500	No	No

Complete?	Service & Service component	Level of development: 2003	2005	Total volume of client-government interactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Justice Canada										
No	Legislation Information Management System	4	6	2,997,849	0	0	0	4,500	No	No
Yes	Public Participation	5	5						No	No
National Defence										
No	Communications	4	6	4,044,000	10,000	549,450	8,000	40,700	No	No
No	Critical Infrastructure Protection	4	6	575,888	0	0	0	0	No	No
No	Emergency Management	4	5	575,888	0	0	0	0	No	No
No	Information Technology Security	4	5						No	No
Natural Resources Canada										
No	Access to NRCan's Information and Services	6	6						Yes	No
Yes	Geographical Applications: maps, satellite images, surveys, etc.								Yes	No
	• Atlas	9	9							
	• Geoconnections	9	9							
No	NRCan's Knowledge Products								No	No
	• Climate Change	4	5							
	• Safety and Security	4	6							
	• Sustainable Development (Manage and Preserve Our Natural Resources)	4	6							

Complete?	Service & Service component	Level of development: 2003	2005	Total volume of client-government interactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Natural Resources Canada (cont'd)										
No	Scientific & Technical Data and Publications								No	No
	• Collect scientific data and report holdings	6	6							
	• Publish reports, maps, studies, papers, etc.	6	6							
Privy Council Office										
Yes	Prime Minister's Correspondence	5	5	473,199	0	29,900	0	1,130,778	No	No
Yes	Privy Council Office Web Site	5	5	9,798	0	0	0	46,933	No	No
Public Works and Government Services Canada										
No	Information and Communications Support	5	6	4,456,000	0	139,000	83,000	28,000	Yes	Yes
Royal Canadian Mounted Police										
No	Community, Contract, and Aboriginal Policing	4	5						No	No
No	National Police Services	4	5						No	No
No	Resource and Information Management	3	4						No	No
Statistics Canada										
Yes	Communications and Dissemination	9	9						Yes	Yes
Yes	Stakeholder Relationships	5	5						Yes	No

Complete?	Service & Service component	Level of development: 2003	Level of development: 2005	Total volume of client-government interactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Treasury Board of Canada Secretariat										
No	Information on the Management of the Federal Government			93,870,095	0	12,792	0	5,000	No	No
	• Estimates	5	6							
	• TBS Web Site Redesign	5	7							
Transport Canada										
No	Transportation Awareness	4	7						No	No
	• Access to Travel			20,000	0	0	0	0		
	• Marine Services On-Line			7,000	0	0	0	0		
Veterans Affairs Canada										
No	Canada Remembers	4	4	1,000,000	0	0	1,045,000	1,700	No	No
Western Economic Diversification Canada										
No	Information Sharing and Exchange Service	4	6	1,695,000	0	120,000	243,000	363,000	Yes	No

Transaction services

Complete?	Service & Service component	Level of development: 2003	Level of development: 2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003[1] Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Atlantic Canada Opportunities Agency											
No	Grants and Contributions Funding	7	8	22,000	70	0	5	10	15	No	No
Canada Customs and Revenue Agency											
No	Business Tax	7	8							Yes	Yes
	• Business Registration			374,000	35	0	24	11	30		
	• Business Tax Payments				4	0	0	44	52		
	• Corporate Income Tax			1,388,000	0	0	0	0	100		
	• Excise and Other Levies			8,000	0	0	0	0	100		
	• GST/HST			2,100,000	1	9	0	3	87		
	• Information Returns			1,356,000	20	0	0	0	80		
	• Information Services				0	18	82	0	0		
	• Payroll Remitting and Filing			1,500,000	22	0	0	53	25		
	• Personalised Access				0	18	82	0	0		

[1]Note that the percentage of clients completing transactions on-line is dependent on, for example, the level of on-line functionality of the service in question, as well as the date it was launched. Some services in this table are still in the developmental stage leading towards their targets for 2005. Other services have just begun to offer their clients on-line transactional capability. Both of these factors affect the reported percentages by channel in 2003. It is also important to note that the percentage distribution across channels is from the client's perspective. In some instances, therefore, transactions reported as done through the in-person channel involve the transfer of data to departments and agencies electronically, thus capturing the benefits of this channel; an example of this would be payments remitted at a client's financial institution.

Complete?	Service & Service component	Level of development: 2003	2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Canada Customs and Revenue Agency (cont'd)											
No	Charities	4	4	79,171						Yes	Yes
	• Information Regarding Charities Program				0	0	97	0	3		
	• Services for Charities and General Public Use				0	0	0	0	100		
No	Customs	8	8							Yes	No
	• Commercial Customs			170,606	97	0	0	3	0		
	• Traveller/Passenger Customs				0	0	0	100	0		
No	Family and Individual Benefits	7	7							Yes	No
	• Child and Family Benefits			12,500,000	5	49	46	0	0		
	• Individual Identification Services			3,000,000	2	0	63	2	33		
No	Individual Tax	8	8							Yes	Yes
	• Assessing and Filing Services			23,843,675	39	3	0	0	58		
	• Assessing and Filing Services for Non-Residents			313,045	0	0	0	0	100		
	• Individual Tax Payments			3,294,422	8	0	0	38	54		
	• Information Services				68	5	27	0	0		
	• Personalised Access				21	13	66	0	0		
No	Redress Services	3	7	78,209	0	0	0	0	100	No	No
No	Rulings	4	4	6,614	0	0	0	0	100	Yes	No

Complete?	Service & Service component	Level of development: 2003	2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Canadian Economic Development for Quebec Regions											
No	Financial Programs	3	7	12,900	15	0	45	25	15	No	No
Canadian Firearms Centre											
No	Canadian Firearms Program	8	8							No	No
	• Applications for Registration of Firearms			598,637	65	0	0	0	35		
	• Applications for Transfer of Firearms			6,157	4	0	94	0	2		
	• Information Change for Licensed Individuals			102,363	33	0	60	0	7		
	• Status Query Applications - Licence and Registration			22,963	7	0	93	0	0		
Canadian Heritage											
Yes	Financial Support Programs	3	3	4,608	0	0	0	3	97	Yes	No
No	Parks Canada Reservation and Ticketing System	3	9	45,000	0	0	95	1	4	No	No

Complete?	Service & Service component	Level of development: 2003	2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Canadian International Development Agency											
No	Program Delivery									No	No
	• Collaborative Work Space	4	8								
	• Contracting	4	4								
	• Electronic Invoice	4	4								
	• Electronic Payment	7	7								
	• Electronic Proposal Submission	7	8								
Citizenship and Immigration Canada											
Yes	Integration of Newcomers into Canadian Society	4	4	316,108	0	0	0	50	50	No	No
Yes	Protection of Refugees and Others in Need of Resettlement	3	3	35,000	0	0	0	99	1	No	No
No	Selection of Immigrants and Visitors to Canada			1,343,594	0	0	0	70	30	No	No
	• e-Address Change	7	7								
	• e-CAS	7	8								
	• e-Payment	8	8								
	• e-Transactions Business Requirements	3	3								
	• Informational Services Through the Going to Canada Cluster	3	7								

Complete?	Service & Service component	Level of development: 2003	Level of development: 2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Department of Foreign Affairs and International Trade											
Yes	Export/Import Controls Systems	9	9	50	100	0	0	0	0	No	No
No	Passport Services	6	6	2,400,000	0	0	0	91	9	Yes	Yes
No	Trade Commissioner, Electronic Client Relationship Management	5	8	80,000	57	0	0	15	28	Yes	No
Environment Canada											
No	Regulations and Permits	6	7		70	0	30	0	0	Yes	No
Fisheries and Oceans Canada											
Yes	Licensing									No	No
	• National Recreational Fishing Licensing System	3	3	349,000	0	0	0	100	0		
	• Payment for Commercial Fishing Licences	3	3	60,000	0	2	0	98	0		
Human Resources Development Canada											
No	Canada Pension Plan (CPP)									Yes	No
	• Canadian Retirement Income Calculator	6	6	129,000	48	0	0	52	0		
	• Other Streamlined CPP Benefit Applications	3	4	573,750	0	0	59	1	40		
	• Statement of Contributions	5	9	116,366	8	0	46	0	46		

Complete?	Service & Service component	Level of development: 2003	2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Human Resources Development Canada (cont'd)											
	• Streamlined CPP Retirement Application	3	9	470,325	1	0	65	1	33		
	• Tax Information Slips	3	9	50,250	0	0	50	0	50		
	• View and Update - My Pension Account	3	9	705,000	0	0	46	2	52		
No	Canada Student Loans Program			360,000	0	0	0	0	100	Yes	No
	• Financial Planning Tools	4	4								
	• Learning Planning Tools	5	5								
	• Loan Application Tools	3	4								
	• Loan Management Tools	4	7								
	• Loan Planning Tools	4	4								
	• Loan Repayment Tools	4	4								
No	Employment Insurance Services for Individuals			2,830,000	40	0	15	35	10	Yes	No
	• Appli-Web	7	9								
	• Interdec	7	9								
No	Employment Services									No	No
	• Electronic Labour Exchange	3	3	150,000	100	0	0	0	0		
	• Employment Services Funding Programs	3	3		0	0	30	50	20		
	• Foreign Worker Services	3	5	103,000							
	• Job Bank	9	9	2,000,000	97	0	3	0	0		
	• National Labour Market Information Service	6	6	50,000	100	0	0	0	0		

Complete?	Service & Service component	Level of development: 2003	Level of development: 2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Human Resources Development Canada (cont'd)											
No	Federal Mediation and Conciliation Services	6	7	4,000	0	0	0	0	100	Yes	Yes
Yes	Labour Transaction Services	6	6	8,500	40	0	0	50	10	No	No
Yes	National Homelessness Initiative	4	4	2,500	32	0	0	0	68	No	No
No	Old Age Security Pensions (OAS)									No	No
	• Streamlined, Automated and On-line Guaranteed Income Supplement Applications	3	3	292,500	0	0	40	2	58		
	• Streamlined and On-line OAS Benefits	3	9	591,000	1	0	63	2	34		
	• Tax Information Slips	3	9	50,250	0	0	50	0	50		
	• View and Update - My Pension Account	3	9	667,500	0	0	51	5	44		
No	Record of Employment on the Web	7	9	3,000	20	0	0	10	70	Yes	Yes
Yes	Social Insurance Number	5	5	1,500,000	1	0	0	90	9	No	No
Indian and Northern Affairs Canada											
No	Aboriginal Employment	3	9	8,000	40	0	0	15	45	No	No
No	Environmental Management and Protection	6	6	250	50	0	0	30	20	No	No
No	First Nations and Inuit Transfer Payments	6	6	2,000	30	0	45	10	15	No	No
No	Indian Registration/Certificate of Indian Status	7	8	142,000	50	0	0	45	5	Yes	Yes
Yes	Land Management	8	8	2,000	90	0	0	5	5	No	No

Complete?	Service & Service component	Level of development: 2003	Level of development: 2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Indian and Northern Affairs Canada (cont'd)											
No	Northern Natural Resource Management	4	6	6,000	50	0	30	10	10	No	No
No	Northern Science and Technology and Circumpolar Liaison	4	7	1,000	70	0	0	0	30	No	No
Industry Canada											
No	Aboriginal Business Development Program	4	7	600	35	0	0	15	50	Yes	No
No	Bankruptcy and Insolvency	8	8	105,000	25	0	5	1	69	Yes	Yes
Yes	Canadian Intellectual Property Office	8	8	85,500	10	0	0	0	90	Yes	Yes
Yes	*Canadian Small Business Financing Act*	3	3	813	0	0	0	0	100	No	No
Yes	Competition Bureau	7	7	50,000	10	0	76	0	14	No	No
No	Federal Economic Development Initiative in Northern Ontario	4	7	600	5	0	0	20	75	Yes	No
Yes	Federal Incorporations	9	9	119,000	40	0	0	10	50	Yes	Yes
Yes	Filings Under the *Investment Canada Act*	8	8	545	0	0	0	0	100	Yes	No
Yes	Lobbyists Remote Registration System	8	8	2,700	99	0	0	0	1	No	No
Yes	Measurement Canada	7	7	2,600	10	0	80	0	10	No	No
No	Radiofrequency Spectrum Licensing and Certification	8	8	72,800	18	0	0	1	81	No	No
No	Technology Partnerships Canada	5	7	300	0	0	0	20	80	No	No

Complete?	Service & Service component	Level of development: 2003	2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Justice Canada											
No	Central Registry of Divorce Proceedings	3	8	160,220	0	0	0	0	100	No	No
No	Family Orders and Agreements Enforcement Assistance	7	7	230,000	90	10	0	0	0	No	No
No	Garnishment to Satisfy Debts	3	3	6,000	0	0	0	0	100	No	No
National Defence											
No	Canadian Forces Recruiting	4	8	25,000	20	5	5	65	5	No	No
No	Materiel Acquisition and Support	6	6							No	No
Privy Council Office											
Yes	Congratulatory Messages from the Prime Minister	6	6	61,671	20	0	0	0	80	No	No
Public Service Commission of Canada											
No	Recruitment	8	8	382,143	87	0	0	3	10	No	No
Public Works and Government Services Canada											
No	Linguistic and Multicultural Services	7	7	23,000	90	0	5	5	0	No	No
No	Procurement and Disposal	5	8	1,567,500	45	0	44	5	6	Yes	Yes
No	Public Service Compensation	4	8	499,407	24	0	67	3	6	Yes	Yes
No	Real Property Services Delivery	6	8	4,800	45	0	44	10	1	No	No
No	Receiver General	7	8	323	100	0	0	0	0	No	No

Complete?	Service & Service component	Level of development: 2003	2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Royal Canadian Mounted Police											
Yes	Federal Policing	6	6							No	No
	• Delivering Education and Awareness for Life			2,500							
	• Reporting Economic Crime On-line			600							
Statistics Canada											
No	Collection									Yes	No
	• Business and agricultural surveys covered under the Government On-Line Initiative	7	9								
	• Other surveys, including household surveys, for which an electronic response option proves practical and appropriate	7	7								
Transport Canada											
No	Transportation - Licensing, Permitting, Certification Services	3	7	250,000						No	No

Complete?	Service & Service component	Level of development: 2003	Level of development: 2005	Total number of clients in 2003	Percentage of clients completing transactions by channel in 2003: Internet	Phone - IVR	Phone - agent	In-person	Mail	Recent client survey (whole service)?	Recent survey for the Internet channel?
Veterans Affairs Canada											
No	Pensions and Allowances, and Health Care			380,000	6	0	73	3	18	No	No
	• Health Care	7	7								
	• Pensions and Allowance Cheques	7	7								
	• VA Benefits and Health Services On-Line Project	4	8								
Western Economic Diversification Canada											
No	Grants and Contributions Funding Service	6	8	1,000	70	0	5	10	15	Yes	No